

BOARD OF COUNTY COMMISSIONERS

AGENDA ITEM SUMMARY

Meeting Date: January 19, 2005

Division: County Administrator

Bulk Item: Yes ☐ No ☒

Department: County Administrator

AGENDA ITEM WORDING:

Discussion of County Administrator's goals for Fiscal Year 2005.

ITEM BACKGROUND:

PREVIOUS RELEVANT BOCC ACTION:

N/A

CONTRACT/AGREEMENT CHANGES:

N/A

STAFF RECOMMENDATIONS:

TOTAL COST: _____

BUDGETED: Yes ☐ No ☐

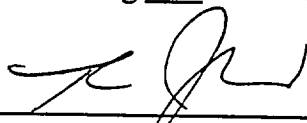
COST TO COUNTY: _____

SOURCE OF FUNDS: _____

REVENUE PRODUCING: Yes ☐ No ☐ AMOUNT PER MONTH _____ Year _____

APPROVED BY: County Atty ☐ OMB/Purchasing ☐ Risk Management ☐

DIVISION DIRECTOR APPROVAL: _____


Thomas J. Willi

DOCUMENTATION: Included ☒ To Follow ☐ Not Required ☐

DISPOSITION: _____

AGENDA ITEM # Q-10

MEMORANDUM
Office of the County Administrator

TO: Board of County Commissioners

FROM: Thomas J. Willi, County Administrator

DATE: January 10, 2005

SUBJECT: County Administrator - Goals FY05

Please find attached for your review a list of County Administrator goals for FY05.

In accordance with my Employment Contract and as a best management practice I have provided a short list of goals to be accomplished during this fiscal year. As a rule, goals should be attainable within a specified timeframe, be measurable and of course are subject to BOCC budget approval.

Each of the County Administrator provided goals contains the area of accomplishment in detail to be achieved and written criteria to measure the attainment of the goal. Each goal also sets out a reasonable timeframe for completion. Some goals will be considered to be continuous and ongoing, therefore acknowledging that the activity will exceed one fiscal year. In this instance, the goal for the present FY is noted as a multi-phased project.

The list of goals is being provided to you for discussion purposes at the January 19, 2005 BOCC meeting. Please feel free to add additional goals or offer revised criteria for the goals that I have presented.

My intention is to have the Board approve a formal resolution at the February 2005 meeting which includes input from the January BOCC meeting adopting County Administrator goals for the upcoming year.

Please advise if you should need additional information.

TJW:dlf

County Administrator Goals FY05

Goal #1

Implement new technology to meet stakeholder demands

- Improve and expand functionality and usability of county website
- Provide improved communication channel through web-enabled automated CRS (citizen response system)
- Provide the ability for online permit application, occupational license and fee payments to county governments
- Promote GIS as a county-wide platform, sharing data with constitutional officers
- Continue pursuit of paperless agenda and imaged document retention
- Incorporate workflow analysis into county processes

Goal #1 Measurement Criteria

- Administrator will provide a report to the Board of County Commissioners outlining the advances of the County in the use of new technologies and methods to increase communication levels with various stakeholders.
- Provide query information to show participant use within the Citizen Response System and the number of closed inquiries.
- Establish a GIS working group to develop a strategic plan to coordinate the use of GIS technology on a County-wide basis.
- Transition to an electronic agenda format for BOCC (optional) and public use.

Goal #1 Estimated completion date: November 1, 2005

Goal #2

Strategic planning project

- Initiate strategic planning process for all county divisions/departments
- Perform SWOT analysis (strength, weakness, opportunity, threat)
- Craft mission and vision statements for all county divisions/departments
- At a minimum, strategic plans shall address;
 - Staffing levels and hiring, employee recruitment and retention, employee morale, county revenues, facility placement, outsourcing, privatization of services, capital projects, grant funding opportunities, overall budget

process, operational issues including but not limited to efficiency, productivity and work load indicators.

Goal #2 Measurement Criteria

The County Administrator shall provide to the BOCC a summary document that outlines the strategic planning process, the actual progress made by the County in the area of strategic planning and the outcomes promulgated from the planning process itself. Included with the report will be an example of mission and vision statements as well as actual strategies to overcome the issues developed during the SWOT analysis process.

Goal #2 Estimated completion date: November 1, 2005 for initial report. Strategic planning will be incorporated into the County's budget process, therefore this project shall be considered continuous and ongoing.

Goal #3

Initiate Sterling Evaluation Process

Train 2 Sterling Examiners from within staff
Complete self-evaluation process and prepare for completion of Sterling Navigator

The Sterling Process provides for organizational self-assessments to help improve organizational performance practices, capabilities and results. It also serves as a venue for the sharing of best practices information among Florida organizations, serves as a working tool for understanding and managing performance and for guiding organizational planning.

The end goal of the process is the application for the Governor's Sterling Award, recognition of the accomplishments of the organization in providing superior services.

Goal #3 Measurement Criteria

Complete training of 2 Sterling Examiners with required assessment

Goal #3 Estimated completion date: November 1, 2005 phase one of multi-phase project extending until 2009.

Goal #4

Organizational review and recommendations

County Administrator to review county organization and operations and make recommendations to address the following issues:

Employee recruitment and retention

Promulgate strategies to assist the county in attracting and retaining staff

Increase employee diversity to reflect area demographics

Increase training and continuing education opportunities

Provide a strategy to the BOCC to meet this challenge

Public Image and Communications— Work to improve the image of the county through:

Customer service staff training and publishing of service standards brochure

Customer service exit questionnaire at customer service counters and website

Improve accountability, outreach programs, citizen involvement, and empower front line employees to make decisions in the best interest of the county and county stakeholders

Increase interdepartmental communication

Increase interdepartmental communication

Improve/maintain relations with incorporated areas within county

Improve/maintain relations with federal, state and local agencies

Further public/private partnerships

Improve relations with county's volunteer firefighters

Goal #4 Measurement Criteria

The County Administrator shall provide to the BOCC a summary document that outlines the progress made in addressing these issues. Strategies will be developed for each of these issues and brought forward for discussion with the BOCC during the current year.

Goal#4 Estimated completion date: November 1, 2005

Various aspects of this project can be considered continuous and on-going

Goal #5

Review of County Financial Issues

Reevaluate capital program processes including funding, tracking, scheduling, and project development

Expedite the implementation of the county's capital program to take advantage of low interest rates and to control future costs of county projects

Initiate fee revisions to make the building department 100% self sufficient

Evaluate Growth Management fee structure to place costs upon service users

Evaluate the need for additional revenue structures including, but not limited to storm water and fire rescue assessments, user fee revisions

Increase grant income to the county through grant stewardship

Centralize grant activities to reduce duplication, decrease costs and effectively apply for more grant opportunities

Goal #5 Measurement Criteria

County Administrator will provide a summary report to the BOCC providing alternatives for possible program adoption and outlining the progress in achieving these operational changes. Due to the nature of these topics and the possibility that a major philosophical change in the way the county operates may be required is understood by all parties and will be taken into consideration when evaluating completion of goal #5.

Amount of increase in dollar value of county grant income

Increased number of grant opportunities and successful applications

Goal #5 Estimated completion date: November 1, 2005